

County of Door
DEPARTMENT OF SOCIAL SERVICES

County Government Center
421 Nebraska Street
Sturgeon Bay, WI 54235

Roger C. Tepe, Director
(920) 746-2300
(920) 746-2355 fax
dcdss@co.door.wi.us

Social Services Committee Meeting
January 13, 2010

- 1. Call to Order:** Chair Mark Moeller called the January 13, 2010 meeting of the Social Services Committee to order at 1:00 p.m. Committee members present were Joel Gunnlaugsson and Ben Meyer. Department staff present were Roger Tepe, Bev Knutson, Doreen Weyenberg, Kay Englebert, Joanne Ator and Michael VanEss. Committee member Charles Brann was excused from the meeting and committee member Marc Savard was absent from the meeting.
- 2. Establish a Quorum:** Enough committee members were in attendance to establish a quorum (3 out of 5 members were present).
- 3. Approve Agenda:** Motion by Joel Gunnlaugsson, second by Ben Meyer to adopt the amended agenda as posted. Motion carried.
- 4. Public Participation:** There was no public participation.
- 5. Supervisor's Response:** Due to no public participation, no response was given.
- 6. Review and Approve Minutes of Social Services Committee Meeting.** Motion by Ben Meyer, second by Joel Gunnlaugsson to approve the minutes of the November 10, 2009 Public Hearing and the regular meeting of the Social Services Committee. No December, 2009 meeting was held. Motion carried.
- 7. Review and Approve Vouchers to be paid in January 2010.** Upon review and discussion, motion by Joel Gunnlaugsson, second by Mark Moeller to approve the vouchers as submitted and detailed below:

Social Services

Total Social Services expenditures submitted for approval \$ 346,457.10

Senior Resource Center

Total Senior Resource Center expenditures submitted for approval \$ 51,560.57

Total Expenditures for approval

\$ 398,017.67

The motion carried unanimously.

- 8. Information:** Discussion on possible efficiencies in agency operations in 2010-2011. Roger Tepe shared a preliminary 2011 Budget Discussion document per the directive of County Administrator, Michael Serpe, with the Committee members. The exercise was to obtain the

Committee's input on possible efficiencies in Department operations. Following today's discussion, Roger Tepe will prepare a summary report and present it at the February Social Services Committee meeting for review.

The discussion focused on 4 areas: (1) current workload and personnel (existing capacity); (2) future workload and personnel (trend lines); (3) changes which could occur with the 2011 – 2012 implementation of the Aging and Disability Resource Center / Family Care programs; and (4) other possible efficiencies not directly related to Department staff or programs.

The discussion opened with each program supervisor comparing / contrasting current caseload sizes vs. recommended caseload sizes for their respective programs. Care was taken to clarify that caseload sizes vary widely in actual numbers between the various program units due to the complexity of the client group and the required documentation for that particular client group. Collectively, however, Social Services is not overstaffed in any program area relative to workload; and in fact, is understaffed in some program areas relative to workload. For instance, in Adult Protective Services cases, the social worker has 24 hours to begin an investigation after a report is received. If the Department does not have adequate staff to do the work, there could be severe consequences such as safety of the client, lawsuits, and / or State sanctions. There are corresponding, but different time frames for initial response in child protection and income maintenance programs.

Although the Department operates primarily mandated programs, there are a handful of voluntary programs that theoretically could be done in-house, downsized, subcontracted out or eliminated, or some combination of those options. However, the cost of these programs and their relative benefit to our clients has to be carefully evaluated before any changes are made.

The trend lines for future years in each program area were then examined. Despite flat or decreasing funding, our best information suggests that workloads in all or most of our mandated service areas will continue to grow over the next 5 – 10 years.

Another area of considerable uncertainty is the near term implementation of the Aging and Disability Resource Center (ADRC) and Family Care programs – which are expected to be operational in late 2011 or early 2012 in Door County. This major system redesign by the State of Wisconsin will produce a complex series of effects – simultaneously increasing and decreasing funding in some program areas, increasing and decreasing required staffing levels in some program areas, and mandating formal shared responsibilities between the Departments of Social Services and Community Programs. Until those programs are closer to operational status, we can only conjecture what the net impact will be on these two county departments.

The discussion concluded with an overview of some related issues that may also have a bearing on efficiency, including but not limited to:

- Unavoidable cost increases in supplies, equipment, HVAC operations, etc.
- Potential higher costs to operate / maintain a larger Senior Resource Center (if authorized at a later date as part of the Capital Improvements Plan)
- Possible merger of Social Services / Senior Resource Center budgets
- Union implications of creating the ADRC program unit which draws from two different existing county departments (DSS and DCP).
- Further exploration of a "virtual" human services department or even a merger of departments to create an "actual" human services department.

Throughout this discussion, Committee members were both educated by staff and came to their own understanding of the staffing / financial challenges facing the Social Services Department in

2011 and beyond. Committee members were especially concerned about the potential deterioration / reduction in both the quantity and quality of services that Door County residents have come to expect, if efforts to make individual departments "more efficient" leads to a reduction in personnel and / or services.

The Committee members were impressed by the volume and scope of work done by the Social Services Department; but equally concerned about the external pressures to "do more with the same amount of resources" or even "do more with less resources". They took no action.

9. Information: List of 2009 Gifts, Grants and Donations. Roger Tepe presented a list of gifts, grants, and donations for 2009 to the Committee members that would be submitted to the County Board at their January 26th meeting.

The list was informational only and required no Committee action. Under the terms of the amended agenda, the Committee did need to accept one final gift, received in 2009, that exceeded a value of \$ 1000.

The gift, in the amount of \$10,000.00, was received in 2009 for the Memory Care Connections program from Mark T. and Robin M. Sahagian. Joel Gunnlaugsson moved that the Social Services Committee accept the gift from Mark T. and Robin M. Sahagian in the amount of \$10,000.00, for the Memory Care Connections program. Further, this preliminary acceptance shall be forwarded to the full Door County Board of Supervisors for their final approval. Ben Meyer seconded the motion. The motion carried unanimously.

Chairman Mark Moeller discussed his personal gift / donation with the other Committee members, as enumerated on this summary list for 2009.

10. Recurring Reports, Informational Only.

ADRC/Family Care: Door County and Kewaunee County met on December 21, 2009 regarding a joint ADRC. Kewaunee County is looking into an alternative, a possible joint ADRC with Manitowoc County. Door County will continue working on a plan, either for a single or joint ADRC. Rolf Hanson has been hired as the Planning Director for the NEW Family Care district. Mr. Hanson is from Minnesota and has been working in this field of practice for over 25 years. Based on his extensive experience and skills, he could have been hired as either the Planning Director or Financial Director. He will be working out of a business incubator office space at NWTC in Green Bay until a permanent office is set up.

5311 Transportation Funding: Upon review of our application, the DOT (Department of Transportation) felt that Door County's population may not be sufficient to support a fixed route bus system; so they recommended that we look at a Shared Ride Taxi system instead. We are currently awaiting approval of our 2010 grant application before proceeding with a Request for Proposal for a Shared Ride Taxi system.

The committee took no action.

11. Supervisor's Reports, Program Units, Informational Only.

Administrative Services. Kay Englebert reported that she is working on reconciling accounts and year end reports. Kay also reported that everything went well with the most recent audit.

Adult Protective Services Program. Bev Knutson had expressed her concerns in Agenda Item #8, notably the challenges in meeting response time frames for this program with one full time and one half-time social worker. Over one hundred reports are received in one year.

Aging Unit / Senior Resource Center. Bev Knutson received a letter from GWAAR approving the recently submitted Aging Plan and thanking the County for its efforts to bring this full – time Aging Unit Supervisor position back into compliance. The Bureau of Aging and Disability Resources is producing a newsletter that will keep the Senior Services Advisory Committee more up to date on State Aging programs. There have been changes in reporting for the Elderly Benefits Specialist Program – taking two systems and combining them into one. Food safety and nutrient requirements are some items being looked at in the Nutrition program.

Child and Family Services. Dori Weyenberg updated the Committee members on the number of children / juveniles in placement. She also reported on the number of referrals made in 2009. Referrals for Child Protective Services (CPS) and child welfare were similar to 2008; but the number of Juvenile Justice referrals was half of what was referred by law enforcement in 2008 – owing largely to meetings with law enforcement which diverted more cases away from the Juvenile Court through the use of citations for less serious offences.

Economic Support. Joanne Ator recapped the BadgerCare Core Plan (Adults with no dependent children) for the Committee members. Door County has taken on the responsibility of expediting Food Share processing for clients whose cases are delayed in the Enrollment Services Center in Madison (15 individual cases in this situation). In addition to assisting those clients, Economic Support has also been receiving calls and documentation that would normally be forwarded to the Enrollment Services Center; but clients are frustrated due to long periods of waiting on the phone and getting no response from the ESC.

Long Term Care. Mike VanEss, who transitioned into the supervisor position as of 1/1/10, indicated the transition is going well. He will be reassigning 17 of his cases over to other social workers over a three (3) month time frame and retaining six (6) cases himself. There are currently 21 clients on the waiting list. Starting in 2010, the County will be setting rates for CBRF's (Community Based Residential Facilities). By setting a standard room and board rate, the end result will be freeing up COP monies to serve other clients. The setting of rates mirrors how Family Care sets their rates and the rates are fairly close to what the 2009 rates were.

The committee took no action on informational items presented.

12. Information: Director's Report. Roger Tepe reported that everything is in place for GWAAR (Greater Wisconsin Agency on Aging Resources) per their Corrective Action Plan. Bev Knutson is now full time as the Senior Resource Center; and Kay Englebert will be moving into Bev Knutson's old office. Roger has been working with Human Resources in preparing the Civil Rights Compliance Plan for 2010 – 2013. The annual reports for all departments are now due in March versus April as in past years.

The committee took no action.

13. Set Next Meeting Date: The committee set its next monthly meeting for 1:00 p.m., Wednesday, February 10, 2010 at the Government Center. A meeting room is yet to be determined. This change was requested by Joel Gunnlaugsson to save some travel time and expense due to limited Washington Island ferry service during the winter months.

14. Adjournment into Executive Session: Motion by Joel Gunnlaugsson, second by Mark Moeller to adjourn into executive session per Wis. Stats. 19.85(1)(c), for the purpose of considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.

Roll Call was taken – Ben Meyer, Aye; Joel Gunnlaugsson, Aye; Mark Moeller, Aye. Motion carried unanimously.

15: Reconvene into Open Session: Motion by Ben Meyer, second by Mark Moeller to reconvene into open session. Motion carried unanimously.

16: Action: Recommendation / Decision on Closed Session Discussion.

The performance evaluation for Director Roger Tepe for the 2009 calendar year was discussed and approved during the closed session. The Committee members affirmed the earlier recommendation of County Administrator Michael Serpe and Committee Chair Mark Moeller that: "The performance of Roger Tepe far exceeds all expectations per the performance competencies on the annual Department Head Performance Evaluation (form)." The Committee concurred unanimously.

17: Adjournment: Motion by Joel Gunnlaugsson, second by Mark Moeller to adjourn the meeting at 3:58 p.m., Motion carried.

Respectfully Submitted,

Christine Coulthurst
Recording Secretary

APPROVED BY: 

**01/13/10 Social Services Committee Meeting
Preliminary 2011 Budget Discussion – Per County Administrator Directive**

Parameters from Mr. Serpe – 11/12/09 memo

- "Efficient service delivery – examine how your employees work individually and together to get the work done, providing options for alternative service delivery models, such as consolidation and contracting."
- "Staffing levels and structure – examine current organizational structures and reporting relationships, staffing levels, and core staff competencies. ... give options for reorganizations, reductions in staffing levels, and for rebuilding staff capabilities."
- "There are no bad ideas. Reevaluation of function and personnel is simply a part of doing business."
- "Prepare a white paper outlining, in as much detail as possible, the ways that more efficiencies can be achieved in your operations."
- Draft of a white paper by late January / early February to Mr. Serpe, with a review of the white paper by the oversight committee at its regular February meeting.

Ideas for the Committee's Consideration
(Supervisors / Director will provide more details at the 01/13/10 meeting)

CURRENT WORKLOAD / PERSONNEL

- Capacity to handle current workload, e.g. recommended caseload sizes vs. actual caseload sizes, changes in the difficulty of new cases coming in, availability of resources / providers you can refer to in the community, potential cross training of staff to perform multiple functions, or any different unit configurations.
 - Administrative Services
 - Adult Protective Services
 - Aging Unit / Senior Resource Center
 - Child and Family Services
 - Economic Support
 - Long Term Care
- Social Services voluntarily did not refill a Social Worker position for the Challenge Program in 2008; and was not authorized by the Finance Committee to refill a Social Worker position in the Long Term Care Unit in late 2009.
- Restructuring of the duties of any positions with any near term retirements, to produce more workload capacity and / or a better fit with worker core competencies, e.g. able to do more work (volume) or able to do better work (quality).
- Do we have any voluntary programs that could be changed – identify them first - how would that affect other programming / services / revenues / costs? e.g. Parent Education program, Memory Care Connections, W-2 program, etc.
 - Administrative Services
 - Adult Protective Services
 - Aging Unit / Senior Resource Center
 - Child and Family Services
 - Economic Support
 - Long Term Care

-Possible options:

- *Downsize an in house program
- *Eliminate an in house program completely
- *Subcontract out for a program that is currently done in house at lesser cost
- *Bring a subcontract back in house using existing staff, if it can be done at lesser cost
- Are there any areas where we anticipate a leveling off of workload or even a reduction in workload in the next 5 – 10 years? If so, will this result in any unused capacity that doesn't exist today?
 - Administrative Services
 - Adult Protective Services
 - Aging Unit / Senior Resource Center
 - Child and Family Services
 - Economic Support
 - Long Term Care

FUTURE WORKLOAD / PERSONNEL - what are the trend lines for growth?

-Administrative Services

- * Additional documentation for full revenue recovery, additional workload with the shared ride taxi program, more data systems and data to manage with ADRC and Family Care, additional audits as programs grow or programs are added.

-Adult Protective Services

- *Aging of the Door County population, more vulnerable individuals.

-Aging Unit / Senior Resource Center

- * Aging of the Door County population, increased demand for home delivered and frozen meals, increased demand for adult day care services, potential future growth of workload with a new Senior Resource Center building.

-Child and Family Services

- *Increased contact standards for children in out of home placements, return of 17 year olds back into Juvenile Court jurisdiction, pilot programs for Alternative Response now underway, mandatory foster parent training, more rigorous licensing procedures for out of home placements.

-Economic Support

- *Continued fallout from the BadgerCare Core Plan processing by the State, workload increases due to depressed economic conditions, additional workload with ADRC and Family Care implementation, and health care reform initiatives on a state and / or national level.

-Long Term Care

- *Transition to ADRC / Family Care, elimination of case manager positions, aging of the population in Door County.

CHANGES RESULTING FROM ADRC / FAMILY CARE IMPLEMENTATION

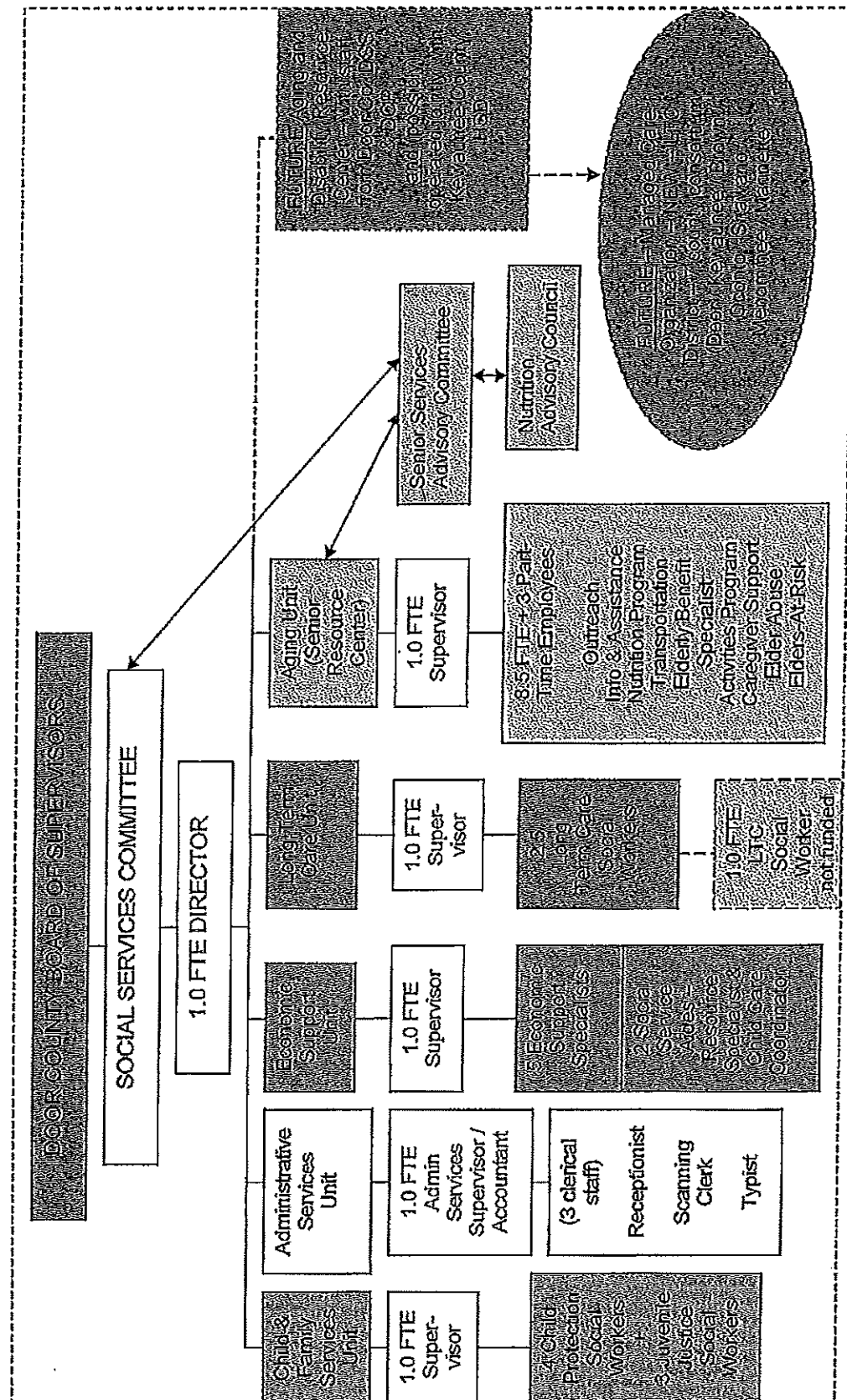
- What other options may we have after the implementation of ADRC / Family Care that we don't have now:
 - Elimination of the Long Term Care Unit
 - Transfer of staff to the ADRC or the managed care organization
 - Reduction in State revenues (that will be redirected to the MCO)
 - Additional State revenues to operate the ADRC
 - Insufficient revenues to fully cover ADRC costs
 - Possibility of a second county in the ADRC to increase / decrease costs / revenues
 - Any possible unexpected retirements with the option to reorganize a position's duties
 - Possible need for additional Income Maintenance time / workers to process Medicaid eligibility
 - Additional staffing needed to meet all mandates for operating an ADRC properly
 - Any leveraging of staff time using current Dept. of Community Programs' staff in the ADRC
 - Union Issues – will ADRC personnel be Social Services Union, Courthouse Union, or non-represented
 - what if there is a second unionized county involved?
 - Issues with incompatible data systems in a multi-county ADRC
 - Possible need for a northern Door County satellite ADRC office and requisite added staffing

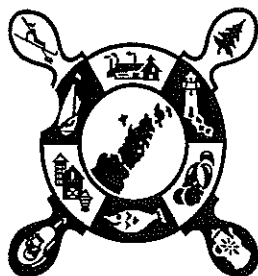
ANY OTHER NON – STAFF / PROGRAM POTENTIAL EFFICIENCIES

- Any potential efficiencies in office expenses / supplies, office equipment, IS equipment upgrades.
- Cost efficiencies per square foot with a new Senior Resource Center, balanced by the increased overall costs in supporting a larger building (about twice the square footage of the current SRC will need to be heated / cooled / and maintained).
- Expanded use of shared Section 5311 / s. 85.21 funding to reduce net costs to the Senior Resource Center to run its bus operation, including negative impact on rider ship from the Shared Ride Taxi, possibility of contracting this service out in the future, possibility of joint dispatch of transportation providers through a common (and non-county employee) dispatch system.
- Merger of the (now separate) Social Services and Senior Resource Center budgets maintained by the Finance Department – which could lead to some accounting streamlining and only having to keep one set of books, not two as at present).
- Consideration of absorbing all current Senior Resource Center represented staff (Courthouse Union) into the Social Services Department Union. This would eliminate having to work with two different union contracts in one department, could equalize pay scales for similar positions, permit additional movement of staff between current program units, and permit cross training and shared use of some staff between the Government Center and the Senior Resource Center (especially clerical staff).
- Depending on the ultimate governance structure adopted for the ADRC (and depending on whether it ends up being a single county vs. multiple county ADRC), there could be some additional options for savings here in shared / similar functions between the ADRC and the Senior Resource Center (Aging Unit).

OTHER IDEAS?

DOOR COUNTY DEPARTMENT OF SOCIAL SERVICES
Finalized Organizational Chart for 2010
(Following approval of the County Budget on 11/02/09)





County of Door DEPARTMENT OF SOCIAL SERVICES

County Government Center
421 Nebraska Street
Sturgeon Bay, WI 54235

Roger C. Tepe, Director
(920) 746-2300
(920) 746-2355 fax
dcdss@co.door.wi.us

January 11, 2010

2009 DONATIONS, GIFTS, OR GRANTS - REVISED

Door County Department of Social Services,
including the Senior Resource Center Division

DATE RECEIVED	DONOR	AMOUNT	DESIGNATED PURPOSE (if any)
2009	Helen Bader Foundation	\$ 20,000	Grant for Memory Care Connections * (given directly to Family Centers of Door County for this project's expenses)
Throughout 2009	Series of small, private citizen donations, mostly \$ 50 or less	\$ 455	Memory Care Connections *
12/30/09	Mark T. and Robin M. Sahagian	\$ 10,000	Memory Care Connections*
Feb.	Frieda Lenius Memorial Gift	\$ 1475.12	For Programs / Services provided by the Senior Resource Center
March	Maude Rucinski Revocable Trust Gift (estate gift)	\$ 48,127.84	For Programs / Services provided by the Senior Resource Center
May & June	Small, private citizen donations of \$ 25 or less	\$ 35	For Programs / Services provided by the Senior Resource Center
Sept.	Community Church – Fish Creek	\$ 500	For Programs / Services provided by the Senior Resource Center - Nutrition Program – freezer for Frozen Meals Program
Sept.	St. Paul's Lutheran Church - Juddville	\$ 300	For Programs / Services provided by the Senior Resource Center - Nutrition Program – for additional refrigerator space
Sept / Oct.	Memorials / Recupero family	\$ 505	For Programs / Services provided by the Senior Resource Center
Oct.	Katie Malvetz Donation	\$ 1000	For Programs / Services provided by the Senior Resource Center
Oct.	Final Distribution - Maude Rucinski Revocable Trust (estate gift)	\$ 10,413.22	For Programs / Services provided by the Senior Resource Center
Dec.	Private citizen donation	\$ 40	For Programs / Services provided by the Senior Resource Center - Nutrition Program – Congregate Meals
Throughout 2009	Jeff's Auto Repair	\$ 200	Value of Food Cards from Pick-N-Save donated to the Department of Social Services – for distribution to agency clients, as appropriate
Throughout 2009	Mark & Jennifer Moeller	\$ 1115	Value of Food Cards from Pick-N-Save donated to the Department of Social Services – for distribution to agency clients, as appropriate
TOTALS		\$ 94,166.18	

*NOTE:

Memory Care Connections (MCC) is a memory loss / dementia program supervised by the Department of Social Services / Senior Resource Center under a sub-contract with the Family Centers of Door County, Inc. for the period of January 1 – December 31, 2009. The Helen Bader Foundation grant was given directly to the Family Centers as the subcontractor for this project. The other cash donations toward the Memory Care Connections program were initially received by the Senior Resource Center but allocated exclusively for support of the MCC program.

Continuation of the Memory Care Connections program in 2010 is dependent upon securing additional grants and donations. Some existing grant support will continue into 2010, but additional funds will be required later in 2010.

Submitted by: Roger C. Tepe, Director
Door County Department of Social Services